

Executive Summary

The Washington State Homeless Families Plan continues to grow and flourish through the strong partnerships that have been forged among the Department of Social and Health Services (DSHS), the Department of Community, Trade and Economic Development (CTED), the Washington State Coalition for the Homeless and community shelter providers. This is the third update to the groundbreaking plan developed in 1999 that was instrumental in laying down the framework for investing a significant amount of new resources to support critically important housing and services for homeless families. The need for continued support and coordination of services for homeless families is great. The number of incidents of families with children being turned away from shelter continues to grow. Families are also staying longer in shelters, while they try to locate affordable housing.

The inability to afford housing is among the three highest causes of homelessness in our state, reaffirming the continuing need to increase the supply of affordable housing options for homeless families. In the 2005 - 2009 Washington State Consolidated Plan, CTED found further evidence of the substantial amount of extremely low-income households who are cost burdened in Washington State. More than 143,000 households, or 58 percent of low-income renter households, pay more than 50 percent of their income for housing.¹ It is clear from this data that thousands of families in Washington State are at risk of homelessness. Homelessness prevention strategies, such as the Additional Requirements for Emergent Needs (AREN) program, are vital components of the Homeless Families Plan that need continued funding and support.

A DSHS study of families in shelter found that, while the overall record of providing welfare benefits to eligible families is very good, approximately 30 to 35 percent of homeless families were not getting welfare supports on a regular basis.² More must be done to reach these families who are being left out of the stream of services. The Homeless Families Plan for the 2005-2007 biennium includes exciting new action steps that will address these areas of concern. It will also help focus attention on critically needed training and coordination strategies.

A new feature in the Homeless Families Plan is the added contribution from the Office of Superintendent of Public Instruction (OSPI) and their commitment to specific action steps to address the needs of homeless children and youth. Since the passage of the McKinney-Vento Homeless Education Act, OSPI has re-energized their already strong involvement in serving homeless children and their families.

¹ U.S. Department of Housing and Urban Development 2000 Comprehensive Housing Affordability Strategy

² Homeless Families in Washington: A Study of Families Helped by Shelters and Their Use of Welfare and Social Services, December 2001

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The Homeless Families Plan is also a report on the results of investments made in implementing programs for homeless families. In 2004, approximately \$17 million provided through the Homeless Families Plan supported:

- 7,313 families in shelter;
- 8,345 families with assistance to avoid homelessness or transition out of shelter quickly;
- 1,337 families in transitional housing that encourages self-sufficiency;
- the development of 120 multi-family units of transitional housing and four transitional homes;
- 1,608 homeless families (average monthly caseload) with AREN services.

CTED and DSHS selected “best practices” that are included in a section of the Homeless Families Plan. This section presents more in-depth information on strategies that have worked well over the past four years. Other accomplishments, such as Washington State’s nationally recognized Homeless Management Information System (HMIS), are also discussed. The HMIS will enable program staff and policy makers to better evaluate the statewide impact of investment decisions on homeless families with children.

The Plan concludes with a chapter on programs that are starting within the next year. For example, the Washington Families Fund (WFF) is well on its way to full implementation in 2005. CTED has made great strides in bringing together experts and leaders from local government, the private business sector, and philanthropic organizations to help design this new program. The WFF will bring critically needed new resources to address the complexities of homelessness and the conditions faced by homeless families who have specialized needs. Another example is the Access to Recovery program administered by DSHS. Services and treatment for clients in crisis because of drug or alcohol misuse will begin around February 1, 2005.

The working relationships and linkages that have been crafted in the Homeless Families Plan are strong and will continue to grow with support from other state agencies and from all sectors in the community. CTED and DSHS will continue to move forward in the upcoming biennium to follow through on the action steps in this Plan. While the Homeless Families Plan alone cannot ultimately end homelessness, the vision of a Washington without anyone who is homeless remains bright in our minds and something for all of us to work toward making a reality.

Juli Wilkerson, Director
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Chapter I Background and Purpose

Court Ruling	In December 1997, the Washington State Supreme Court, in a 5-4 majority opinion, upheld the King County Superior Court's ruling that the Department of Social and Health Services (DSHS) must "develop, administer...and monitor a coordinated and comprehensive plan...for the protection and care of homeless...children." ³ The Court's ruling was based on RCW 74.13.031(1), the child welfare ruling that authorizes DSHS to prepare a plan for use of federal child welfare funds, and to provide services to abused, neglected, and dependent children and their families.
The Response	The executive and legislative branches of government, stimulated by the Washington Supreme Court decision, worked to better define the state's policy on assisting homeless families. Governor Locke directed the Department of Community, Trade and Economic Development (CTED) and DSHS to develop a more comprehensive and coordinated plan to serve homeless children and their families. The Washington State legislature passed and the Governor signed into law E2SHB 1493 (Chapter 267, Laws of 1999) that defined the respective roles and responsibilities of CTED and DSHS in serving homeless families. A little more than \$25 million was approved in the 1999 legislative session to implement the Homeless Families Plan. This strong level of commitment has been sustained over the last two biennia despite the pressures of declining state revenues. This continuing support underscores the state's determination to care for the abused, neglected, and dependent children and their families in Washington State.
Purpose and Goals	<p>The Homeless Families Plan works to prevent and reduce family homelessness by effectively coordinating and using available resources. The operational goals of the Plan are to:</p> <ul style="list-style-type: none">▪ shelter homeless families;▪ return homeless families to stable, affordable housing;▪ enhance access to needed public services by homeless families;▪ maintain or improve services to families with multiple barriers;▪ assist families likely to become homeless with maintaining stable housing; and▪ improve DSHS staff and contractor understanding of homelessness and knowledge of resources.

³ Washington State Coalition for the Homeless, et al. v. Department of Social and Health Services, et al., 133Wn.2d 894, 949 P.2d 1291, 1997. The underlying King County case is: Washington State Coalition for the Homeless, et al. v. Department of Social and Health Services, et al., Superior Court for King County No. 91-2-15889-4.

Chapter II Action Plan 2005 - 2007

The DSHS study, *Homeless Families in Washington State*, December 2001, interviewed more than 400 families in emergency shelters across the state. In developing the action plan for the 2005 -2007 biennium, CTED and DSHS re-examined the key findings of this ground-breaking study to make sure that goals and objectives for the next two years continued to be consistent with its findings.

Reasons for Homelessness

The three most commonly given reasons by homeless persons for leaving the last place they considered a stable home for themselves and their children were: an inability to pay the rent; a move to another community; and domestic violence.

Access to Welfare Benefits

Among the key findings of this study were that a small but significant proportion of homeless families were not getting welfare benefits. While respondents generally gave their Community Service Office (CSO) workers high ratings, approximately 30 to 35 percent of the homeless families were not getting welfare support on a regular basis.

The study found that most CSOs expedited eligibility processing for families who said they were facing an immediate risk of becoming homeless. Shelter providers interviewed suggested that CSOs could better meet the needs of homeless families if DSHS staff were knowledgeable about homeless issues, which would speed up the process even more, making special allowances for problems unique to homelessness.

Alcohol, Drug Use, Mental Health and Domestic Violence

A greater proportion of homeless respondents reported grappling with issues of alcohol or drug use, mental health, and domestic violence than women in poverty in general. Almost 30 percent of the homeless respondents had received treatment, counseling, or assistance from self-help groups for alcohol or drug use at some point in their lives in comparison to eleven percent of women in poverty.⁴ A third of the homeless respondents could be classified as having major depression and a third panic disorder, compared to 12 percent and six percent, respectively, among women in poverty. In the year before the study, about one in four of the respondents had been physically abused by a spouse or partner and one in 10 had been sexually abused.

⁴ To aid in understanding how well homeless families are served by government programs, particularly welfare programs such as Temporary Assistance to Needy Families (TANF), the DSHS study compared homeless families to other families in need of financial assistance.

The inability to afford housing is among the three highest causes of homelessness, reaffirming the continuing need to increase the supply of affordable housing options for homeless families. In the recent Consolidated Plan for 2005 - 2009, CTED found further evidence of the substantial amount of extremely low-income households who are cost burdened in Washington State. According to the U.S. Department of Housing and Urban Development's 2000 Comprehensive Housing Affordability Strategy, more than 143,000 households or 58 percent of low-income renter households, pay more than 50 percent of their income for housing. Extremely low-income households are spending anywhere from 32 to 58 percent of their income for housing, leaving very little for other living expenses. It is clear from this data that thousands of families in Washington State are at risk of homelessness, and homelessness prevention is a key strategy that must continue in the next Plan.

While the overall record of providing welfare benefits to eligible families is very good, more must be done to reach families who are being left out of the stream of services and who need more targeted help to break out of homelessness and poverty. The study pointed out the critical need for training and coordination so that shelters and welfare offices could work together even better to help families achieve self-sufficiency.

The study found that the hundreds of Washington families that are homeless each night rely heavily upon government programs for food, money and medical assistance. Even more importantly, the study brought to light the complexities of homelessness and the conditions faced by a portion of homeless families who have specialized needs. Some of the families were not only trying to find stable and affordable housing but were also dealing with personal issues of alcohol, depression or domestic violence. Unfortunately, due to lack of resources, the study could not complete further analysis to determine the degree to which homeless parents face not only one but a multiple number of these problems. However, the data clearly substantiated the need for treatment programs for chemical dependency and mental illness and for help to survive domestic violence.

After this review of the key findings of the DSHS study, CTED and DSHS staff proceeded to assess the progress made in carrying out the action steps in the 2003 Homeless Families Plan. The 2003 Plan included several initiatives that were inspired by the DSHS study. CTED and DSHS had experienced some notable successes. For example, the plan to promote linking of mainstream services and housing that is sustainable and replicable throughout the state resulted in the establishment of the Washington Families Fund that will provide comprehensive and individualized case management services to homeless families participating in supportive housing programs on a long-term basis.

Although there were important successes, CTED and DSHS staff felt that the goals for the 2005 Homeless Families Plan could be further refined to ensure that important issues raised by the DSHS study could be tracked on a consistent basis. Therefore, in conjunction with members of the Washington State Coalition for the Homeless, who

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helped CTED and DSHS to review the goals for the 2005-2007 biennium, a new goal (Goal #6) was added. The new Goal #6 includes nine action steps that address the needs of families facing specialized and multiple barriers, a group recognized by the DSHS study as having difficulties in accessing needed services. This goal was also improved with the inclusion of action steps submitted by the Office of the Superintendent of Public Instruction. All the other goals and action steps were carried over from the 2003 Homeless Families Plan.

The goals and action steps for the 2005-2007 biennium are discussed in the following section. They are categorized under three major headings:

- Housing - Providing Housing Options
- Services - Homelessness Prevention, Emergency and Transitional Services, Services to Special Populations and
- Training and Coordination

Housing - Providing Housing Options

Goal #1 Shelter Homeless Families

Action Step #1	Maximize use of Emergency Shelter Assistance Program (ESAP) resources.	
	Outcome Measure	<ul style="list-style-type: none">▪ Number of shelter bednights provided.▪ Number of children in families sheltered.▪ Number of incidents of families turned away from shelter.
	Baseline	<p>In 2001:</p> <ul style="list-style-type: none">▪ 1,220,097 bednights provided.▪ 9,027 families and 17,104 children served.▪ 47,031 incidents of turnaways reported.

Goal #2 Return Homeless Families to Stable, Affordable Housing

Action Step #1	Use capital funds to increase the supply and preserve emergency and transitional housing for homeless families with children (including facilities for survivors of domestic violence). Explore models such as transitioning-in-place and other successful models that directly link exiting families to permanent housing.	
	Outcome Measure	<ul style="list-style-type: none">▪ Number of units, bedrooms or beds developed or preserved for homeless families.▪ Number of units, bedrooms or beds developed for survivors of domestic violence.⁵
	Baseline	<p>In 2001:</p> <ul style="list-style-type: none">▪ Homeless families - Developed 42 units.▪ Survivors of Domestic Violence - Developed 2 units.
Action Step #2	Use state general funds to provide rental assistance to return homeless families to affordable housing and provide operating subsidies for transitional housing.	

⁵ These measures are tracked separately because of a separate set-aside of funds for domestic violence projects. These units are not duplicated in the numbers for homeless families.

Outcome Measure	<ul style="list-style-type: none"> Number of families served. Number of children served. Number and percentage of families who leave to subsidized housing. Number and percentage of families who leave to unsubsidized housing.
Baseline	<p>In 2001:</p> <ul style="list-style-type: none"> 858 families and 1,889 children served. 253 families or 35 percent moved to subsidized housing. 326 families or 46 percent moved to unsubsidized housing.

Services - Emergency and Transitional Services

Goal #3 Enhance Access to Public Services Needed by Homeless Families

Action Step #1	Provide accessible and timely ongoing cash and food assistance benefits to homeless families with children.
Outcome Measure	<ul style="list-style-type: none"> Number and percent of shelter clients who are receiving cash and food assistance.
Baseline	<ul style="list-style-type: none"> Data not yet available - systems not in place.
Action Step #2	Maintain DSHS child care services for homeless families and families in temporary or transitional housing.
Outcome Measure	<ul style="list-style-type: none"> Number of children served and/or number of care days provided under the Homeless Child Care (HCC) program.
Baseline	<p>In 2004:</p> <ul style="list-style-type: none"> 2,031 children served. <p>(Data on number of care days provided is not yet available.)</p>

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Action Step #3	Expand homeless families' access to medical, dental, and (if available) mental health services, regardless of ability to pay, through Community Health Centers (CHSs).	
	Outcome Measure	<ul style="list-style-type: none"> Number of homeless adults and children receiving medical, dental, and mental health services by CHCs with contracts/funding to serve homeless families.
	Baseline	<p>Calendar year 2003: 33,018 homeless persons received medical, dental, substance abuse, and mental health services.</p> <ul style="list-style-type: none"> 6,739 were under age 18. 1,151 persons received substance abuse services. 3,623 received mental health services. <p>Five grantees provided services in seven counties (Island, King, Pierce, Skagit, Snohomish, Spokane, and Whatcom).</p>
Action Step #4	Expand homeless families' awareness of and access to medical services through the Categorically Needy (CN) program.	
	Outcome Measure	<ul style="list-style-type: none"> To be determined.
	Baseline	<p>During 2003 and 2004, Medical Assistance Administration (MAA) staff participated in the following outreach activities:</p> <ul style="list-style-type: none"> Shared information with school nurses and migrant outreach workers at schools around the state (in coordination with the Division of Developmental Disabilities or DDD); Provided information to advocates working in domestic violence shelters; and Shared information through the Alliance for Multi-Cultural Health and the Advisory Board for the Latino Health Coalition.

Services - Homelessness Prevention

Goal #4 Assist families likely to become homeless to maintain stable housing.

Action Step #1	Maximize use of state general funds to prevent or resolve homelessness in the ESAP and prioritize services to help families receiving non-Temporary Assistance to Needy Families (TANF).	
	Outcome Measure	<ul style="list-style-type: none">▪ Number of homeless families provided with homelessness prevention.▪ Number of individuals in families provided assistance.▪ Number of children in families provided assistance.▪ Number of evictions prevented per year.▪ Number of families turned away from prevention services.
	Baseline	<p>In 2001:</p> <ul style="list-style-type: none">▪ 8,618 families provided homelessness prevention assistance.▪ 18,017 children provided prevention assistance.▪ 8,037 evictions prevented.▪ 15,059 incidents of families turned away from prevention services.
Action Step #2	Within available funding, use Additional Requirements for Emergent Needs (AREN) and Diversion Cash Assistance (DCA) grants to help TANF-eligible families and Consolidated Emergency Assistance Program (CEAP) grants for non-TANF-eligible families, to prevent or quickly resolve homelessness.	
	Outcome Measure	<ul style="list-style-type: none">▪ Percent of homeless or at-risk families who received AREN, DCA, or CEAP grants and were housed six months following the grant period.

Baseline	<p>In 2004:</p> <ul style="list-style-type: none"> ▪ 86.7% of homeless families accessing AREN were housed after 6 months. ▪ 74.7% of homeless families accessing DCA were housed after 6 months. ▪ 31.2% of homeless families accessing CEAP were housed after 6 months.
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Training & Coordination

Goal #5 Improve DSHS staff and contractor understanding of homelessness and knowledge of resources.

Action Step #1	Train Community Services Office (CSO) and contractor staff in issues identification, availability of resources, and resolution strategies.
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Outcome Measure	<ul style="list-style-type: none"> ▪ With input from local service providers update training curricula on a schedule to be determined by DSHS and train CSO and contractor staff as needed.
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Baseline	<ul style="list-style-type: none"> ▪ With a mandate and resources from the 1999 Legislature, a curriculum was developed and DSHS field staff around the state received training on homelessness in 2000.
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Action Step #2	Provide ongoing networking opportunities for DSHS and contractor staff.
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Outcome Measure	<p>At regional or local discretion, one or more of the following mechanisms should be in place:</p> <ol style="list-style-type: none"> 1) Liaisons for homeless families in each CSO or a regional homeless families coordinator; or 2) Regular meetings with homeless service providers at the CSO or regional level.
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Baseline	<ul style="list-style-type: none"> ▪ Some networking may be happening at unit meetings in individual CSOs and through the WorkFirst Local Planning Areas (LPAs) in some regions.
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Action Step #3	Coordinate training and professional development opportunities related to serving the educational needs of homeless children and youth between DSHS and OSPI as appropriate.
Outcome Measure	To be determined.
Baseline	New measure.

Services - Services to Special Populations

Goal #6 Maintain or improve services to homeless families with multiple barriers.

Action Step #1	Maintain residential chemical dependency treatment services for women with children and support services for parenting women who are at risk of homelessness.
Outcome Measure	<ul style="list-style-type: none"> Number of women enrolled in "Safe Babies, Safe Moms" program.
Baseline	In 2003: <ul style="list-style-type: none"> 311 women enrolled.
Action Step #2	Maintain chemical dependency assessment and treatment services for homeless families with children.
Outcome Measure	<ul style="list-style-type: none"> Number of homeless adults with children admitted into treatment.
Baseline	In 2003: <ul style="list-style-type: none"> 321 adults admitted.
Action Step #3	Maintain current levels of chemical dependency treatment for homeless youth aged 12 to 17.
Outcome Measure	<ul style="list-style-type: none"> Number of homeless adolescents admitted to treatment.

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Baseline	In 2003: ▪ 97 adolescents admitted.
Action Step #4	Address the intersection of family violence and homelessness, as needed, through a statewide policy group that includes management and field staff from state agencies and Washington State Coalition Against Domestic Violence representatives.
Outcome Measure	▪ DSHS staff to present the issue of family violence and homelessness to the Family Violence Joint Advisory Committee for possible action.
Baseline	▪ The Family Violence Joint Advisory Committee reconvened in September 2004 after being temporarily suspended.
Action Step #5	Improve chemical dependency services to Native American families who are homeless or at risk of being homeless.
Outcome Measure	▪ Number of homeless Native Americans with children who receive Division of Alcohol and Substance Abuse (DASA) - funded Chemical Dependency (CD) services.
Baseline	In 2003: ▪ 28 Native Americans served.
Action Step #6	Maintain access to mental health services for homeless adults and children.
Outcome Measure	▪ Number of homeless adults and children receiving Regional Support Network (RSN)-funded mental health services in community outpatient settings.
Baseline	In 2003: ▪ 10,535 homeless adults served. ▪ 866 homeless children served.
Action Step #7	Maintain Family Preservation and Intensive Family Preservation Services for families where there is risk of homelessness due to abuse or neglect.

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	Outcome Measure	<ul style="list-style-type: none"> Number of families served.
	Baseline	<p>In 2002 (last full year of data available):</p> <ul style="list-style-type: none"> 1,790 families, including 2,767 children, were served in Family Preservation Services (FPS). 482 families, including 851 children, were served in Intensive Family Preservation Services (IFPS). (These numbers are reported by providers and include only families where an intervention has occurred.
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Action Step #8		Increase collaboration at the state level between the McKinney-Vento Homeless Education Program, managed within the Office of Superintendent of Public Instruction, and other state agencies serving the needs of homeless families with children.
	Outcome Measure	<ul style="list-style-type: none"> Meetings conducted between OSPI McKinney-Vento supervisor and other state agency partners related to shelter care, domestic violence, early learning support, housing, mental health services, foster care, etc.
	Baseline	<ul style="list-style-type: none"> New measure.
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Action Step #9		School district homeless liaisons will routinely connect/collaborate with their local shelter partners and other regional and state agencies to increase awareness/access so that homeless children and youth will be appropriately identified and served.
	Outcome Measure	<ul style="list-style-type: none"> Number of funded and non-funded districts reporting successful partnerships/collaboration on end of year report. Number of children and youth appropriately identified and served under McKinney-Vento.
	Baseline	<ul style="list-style-type: none"> New measure.

Chapter III Report on 2003 - 2005

This chapter describes the progress and accomplishments of the State under the 2003 - 2005 Homeless Families Plan. Whenever possible, 2004 data was requested from state programs. However, not all programs had 2004 information collected at the time of this report; therefore, the timeframes for the information in this chapter will vary by program. In addition to the statistical performance report for each goal area, highlights of other noteworthy achievements are included at the end of this chapter.

Goal #1 Shelter Homeless Families

Action Step #1: Maximize use of ESAP resources.

Progress Report:

Emergency Shelter Assistance Program - Families with Children Served

	2001	2002	2003	2004
Total ESAP	\$4,894,366	\$4,979,313	\$4,979,313	\$5,213,812
Families w/Children Award	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Number if Individuals in Family Shelter	27,139	23,275	22,667	21,340
Individuals Received Prevention Assistance	30,222	27,884	25,799	28,796
Family Households Received Prevention Assistance	8,618	8,121	7,587	8,345
Children Received Prevention Assistance	18,017	16,190	15,292	16,480
Families w/ Children Turned Away from Prevention	15,059	16,576	22,021	38,141
Shelter Bednights (A bednight is one person in shelter for one night)	608,415	605,618	542,792	602,315
Length of Stay (average bednights per person)	22	26	23	28
Families in Shelter	9,027	7,793	7,759	7,313
Children in Shelter	17,104	14,769	14,148	13,195
Families with Children Turned Away from Shelter	47,031	41,681	38,794	35,421

Approximately 16,000 homeless families in Washington State are sheltered or provided homelessness prevention services each year. There has been a consistent decline in the number of families staying in shelters from 2003 to 2004, although the number of families receiving prevention assistance went up by 10 percent.

Families are staying longer in shelter. The average length of stay in 2001 was 22 days. It has increased to 28 days in 2004. Since 2001, the incidents of turnaways from shelter

and the prevention program have trended upwards. The number of families turned away from shelter and prevention has increased 18 percent from 2001 to 2004. Although these numbers are duplicated, it is a clear indicator that the problem of homelessness is increasing in our state. These numbers are a grave concern because children who do not have a stable and secure place to live do poorly in school. Children who have experienced prolonged homelessness are much more likely to become homeless as adults. Nearly 50 percent of homeless school age children do not attend school regularly and are twice as likely to repeat grades and have serious learning disabilities. While substantial amounts of resources have been dedicated to sheltering homeless families, the housing crisis in our state is so severe, that demand for housing and services continues to grow. This situation points to the critical need to continue to support the basic safety net provided by shelters, and increase resources if possible.

Goal #2 Return Homeless Families to Stable Housing

Action Step #1: Use capital funds to increase the supply and preserve emergency and transitional housing for homeless families with children (including facilities for survivors of domestic violence).

Progress Report: Since the inception of the Homeless Families Housing Program, 43 housing projects have been funded. This includes 34 projects using the capital funding set-aside for homeless families with children and 9 projects using the set-aside for survivors of domestic violence.

Homeless Families:

Biennium	Number of Units	Number of Bedrooms	Number of Beds
1999 - 2001	56	18	32
2001 - 2003	55	12	24
2003 - 2005	175	23	46

Survivors of Domestic Violence:

Biennium	Number of Units	Number of Bedrooms	Number of Beds
1999 - 2001	N/A	4	72
2001 - 2003	4	N/A	12
2003 - 2005	13	7	12

This has been a very successful program. \$11.9 million has been awarded to build, purchase or preserve emergency and transitional housing for homeless families with children. \$3 million has been invested in housing for survivors of domestic violence. Projects are located throughout the state in 14 counties. Homeless Families with Children projects can be found in Clark, King, Kitsap, Mason, Pend Oreille, Pierce, Snohomish, Spokane, Thurston and Yakima Counties. Projects for survivors of domestic violence are located in Cowlitz, Island, Jefferson, King, Lewis, Pierce and Spokane Counties. Two outstanding examples of successful projects that recently opened in 2004 are discussed in more detail in the next chapter.

Action Step #2: Use state general funds to provide rental assistance to return homeless families to stable, affordable housing and to provide operating subsidies to transitional housing facilities that assist families to move from crisis to stable, permanent housing.

Progress Report: With the additional resources proposed by the Governor and passed by the Legislature in 1999, an important new program that provides rental assistance and operating support for transitional housing was created. The Transitional Housing, Operating and Rent Assistance (THOR) program, has been in full operation for the last three years and has become a critical resource for local communities to helping families break the cycle of homelessness.

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THOR	2002	2003	2004	TOTAL
Award Totals ⁶	\$2,500,000	\$2,500,000	\$2,500,000	\$7,500,000
Case Management	N/A ⁷	\$ 420,209	\$ 615,536	\$1,035,745
Rental Assistance	\$1,479,177	\$1,212,062	\$ 893,077 ⁸	\$3,584,316
Operating Subsidy	\$ 605,910	\$ 474,457	\$ 528,987	\$1,609,354
Families Served	687 ⁹	817 ¹⁰	718	2,222
Individuals in Families	2,056	2,440	2,039	6,535
Children	1,299	1,318	1,287	3,904
Most Common Age of Children	0-5 yrs.	0-5 yrs.	0-5 yrs.	--
Most Common Income Range Upon Entry ¹¹	0-10% AMI	0-10% AMI	0-10% AMI	--
Most Common Length of Time Homeless Upon Entry	1-3 mo.	1-3 mo.	1-3 mo.	--
Most Common Length of Time Spent on Program	4-6 mo.	7-12 mo.	7-12 mo.	--
Total Exited	519	569	478	1,566
Exited to Subsidized Housing	177	193	184	554 (35%)
Exited to Unsubsidized Housing	251	270	216	737 (47%)

As noted in previous Homeless Families Plans, the THOR program delivers much needed housing assistance and case management to families in need. There is always a demand for additional services. Case management is the key to success in the THOR program, and contractors continue to search for ways to increase resources for case management of families who receive THOR assistance.

An average of 740 homeless families are served in the THOR program each year. Eighty percent of the families are in the program for less than a year. More than 80 percent

⁶ Includes rental assistance, operating assistance, case management, and the direct costs of operating THOR.

⁷ Case management was not a separate line item in 2002.

⁸ In FY04 the maximum amount allowed for case management went from 20% of the grant to 40% of the grant, reducing the amount that was requested for rental assistance.

⁹ Correction to the number shown in the Fy02 Annual Report.

¹⁰ Correction to the number shown in the FY03 Annual Report.

¹¹ Shown as percent of Annual Median Income (AMI), as calculated by the U.S. Department of Housing and Urban Development (HUD) on an annual basis.

move to permanent housing or transition in place and become regular tenants at program exit. The THOR program has overcome a number of challenges since it began in November of 1999. Since it is the first state-funded rental assistance program for homeless families it had to start from the ground up. The first two years were spent working closely with contractors around the state, getting feedback on what was working and what wasn't. A manual of program policies and procedures that fit most needs emerged.

One of the program's on-going challenges is the tracking of client data and outcomes. Most of the "rough spots" in data collection and reporting have been ironed out over the years, but data forms are still collected from the contractors, and the information is entered into the database by hand. There are no automated reports available, so the compilation of data into reports is also done by hand. However, the state is now testing a comprehensive, automated database system that will eventually include THOR client data. Contractors will be able to enter data directly into the system, and data can then be combined in a variety of ways to produce almost any desired report.

As the THOR program matured, most providers found that there was not enough funding available to provide the intensive case management needed to help homeless families find, afford and maintain permanent housing. In 2003, contractors sought and received approval from the state to increase the amount of the THOR grant that could be used to fund case management, from 20 percent to 40 percent. Because there were no additional funds, this change was made within existing resources. State staff will be tracking and evaluating the results of this program shift to determine its effectiveness in meeting the long-term needs of the homeless families participating in THOR.

THOR continues to make a real difference in the lives of families with children. Many families went from having no resources to having living-wage jobs and permanent housing. Other families were provided with the support and assistance they needed while they waited for longer-term subsidized housing to become available. All families participated in the process of identifying and pursuing long- and short-term goals, and left the program with renewed confidence in their ability to stay housed and gain self-sufficiency.

One of the goals of the previous Homeless Families Plan was to analyze the successes of the THOR program and to identify ways in which community providers could build on successful housing models. Due to the flexibility of the program, communities have tailored the use of THOR resources according to their local needs and conditions. The goal of CTED's research was to find approaches that have worked and to share this information with local communities to promote promising practices and help build quality standards in homeless services statewide. For these reasons, the THOR program was also chosen as a Best Practice by CTED. A report on some promising practices and a proposed set of program quality standards are presented in the next chapter.

Goal #3 Enhance Access to Needed DSHS Services by Homeless Families

Action Step #1: Provide accessible, timely DSHS services to homeless families.

Progress Report:

According to the 2001 Homeless Families Study, a small but significant percentage of shelter clients were not receiving DSHS cash, medical, or food assistance, despite their likely eligibility. Until the Homeless Management Information System (HMIS) is fully in place statewide, we will not be able to measure this number precisely. The cause(s) of this gap are unclear but we expect that expanded training and networking between shelter and DSHS staff – as outlined in Goal #5 - will help address the problem.

Regarding access to food assistance (Washington Basic Food), while homelessness by itself is no longer a sole criterion for getting expedited benefits, homeless or at risk families may still be eligible. For example, if they have rent and utilities expenses in excess of income, they would be eligible for expedited services. Also, as of May 1, 2004, the amount of a family's resources was eliminated as an eligibility criterion in most cases. Finally, DSHS has applied to the federal government for a pilot waiver of interview requirements that would allow Basic Food applications to be completed by outreach contractors at food banks and other sites frequented by homeless families – see the “*Look to the Future*” section for more information.

Goal #4 Assist families likely to become homeless with maintaining stable housing.

Action Step #1: Maximize use of state general funds to prevent or resolve homelessness in the ESAP and prioritize services to help non-Temporary Assistance to Needy Families (TANF) families.

Progress Report: See narrative in Goal #1. Action Step #1.

Action Step #2: Within available funding, use Additional Requirements for Emergent Needs (AREN) and Diversion Cash Assistance (DCA) grants to help TANF-eligible families and Consolidated Emergency Assistance Program (CEAP) grants for non-TANF-eligible families, to prevent or quickly resolve homelessness.

Progress Report:

Between 2001 and 2004, the percentage of homeless families accessing AREN who were housed 6 months later (averaged over the year) has risen, though it declined slightly between 2002 and 2003:

2001 – 83.7% housed after 6 months.

2002 – 85.1% housed after 6 months.
2003 – 84.8% housed after 6 months.
2004 – 86.7% housed after 6 months.

Between 2001 and 2004, the percentage of homeless families accessing DCA who were housed 6 months later (averaged over the year) has risen:

2001 – 67.6% housed after 6 months.
2002 – 69.9% housed after 6 months.
2003 – 73.0% housed after 6 months.
2004 – 74.7% housed after 6 months.

Between 2001 and 2004, the percentage of homeless families accessing CEAP who were housed 6 months later (averaged over the year) was below 50% and no trend was apparent:

2001 – 26.1% housed after 6 months
2002 – 44.8% housed after 6 months
2003 – 17.6% housed after 6 months
2004 – 31.2% housed after 6 months

(Note that the actual number of families served by CEAP was very small, ranging from a monthly average low of 34 in SFY 2004 to a monthly average high of 48 in SFY 2002.)

Goal #5 Improve DSHS Staff Understanding of Homelessness and Knowledge of Resources.

Action Step #1: With input from local service providers update training curricula on a schedule to be determined by DSHS and train Community Services Office and contractor staff as needed.

Progress Report: In some DSHS/Community Services Division regions there have been training initiatives since the original training in 2000 but not in others:

- In Region 1, training has continued mostly using the 2000 curriculum and in partnership with local homeless providers.
- In Region 2, training is continuously updated and incorporated into the regular training calendar for financial supervisors and for new FSS (Financial Services Specialist) staff. The Washington State Coalition for the Homeless has been a partner in this training.
- Region 3 currently has no formal training on homelessness, although staff from housing authorities and crisis housing agencies have spoken at unit meetings in some CSOs.

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- In Region 4, updated (May 2004) training is available as requested by individual CSOs – it is not offered on the regular training calendar.
- In Region 5, the Washington State Coalition for the Homeless provides training to CSO staff annually.
- Region 6 does not appear to have done any follow-up training.

Action Step #2: Establish regular and ongoing opportunities for DSHS and service provider staff to share information on and coordinate services to homeless families.

Progress Report: Some networking may be happening at unit meetings in individual CSOs and through the WorkFirst Local Planning Areas (LPAs) in some regions.

Other Accomplishments

Homeless Management Information System

In 1999, as part of the Homeless Families Plan, the Legislature directed CTED to develop a means to conduct an unduplicated count of homeless persons, if funding was appropriated. Although no funding was appropriated, CTED began the process of developing a web-based system using the minimal resources available.

In 2002, HUD announced that by 2004 homeless programs would be required to implement such a system, called a Homeless Management Information System (HMIS). CTED worked with stakeholders and HUD to refine the initial HUD standards, and developed a pilot HMIS that was compliant with these standards. The HMIS was first used in October 2003 to conduct the first multi-county point-in-time count of homeless persons. In April 2004, after successfully operating the pilot HMIS, CTED began the process of implementing the HMIS on an ongoing basis in counties around the state. Initial deployment of the HMIS has taken place in Thurston, Skagit, Grant, and Adams counties. CTED anticipates the HMIS will cover almost all state-funded emergency and transitional housing, by the end of 2006.

The HMIS is allowing communities for the first time to understand the numbers and characteristics of homeless persons. For example, in Thurston County, policy makers were able to use the data provided by the HMIS to set benchmarks, develop a plan, and then see a quantitative reduction in homelessness over the course of a year. Although there has always been good anecdotal and process measures of the homelessness problem, Thurston County policy makers could not actually see the magnitude of the problem and the effects of their initiatives prior to the HMIS. Using the HMIS data, they are now building on their initial success to develop a measurable, obtainable plan to end homelessness in 10 years.

For the future, CTED is working in conjunction with the City of Seattle/King County and Snohomish County in taking the state-developed HMIS and creating a consolidated HMIS. This development is discussed in more detail in Chapter V.

Chapter IV Best Practices

Achievements Prior updates to the Homeless Families Plan have highlighted the gains in service delivery that have occurred as a result of the increased resources that were made in 1999 and that have been sustained over the past five years. Previous plans have also reported on the innovations that have occurred as a result of the evolving collaborations between state, local government and homeless shelter providers. For example, in 2000 an unprecedented amount of new Section 8 housing vouchers (Welfare-to-Work) had been awarded to Washington state as a result of housing authorities creating effective partnerships with DSHS and shelter providers around the state.

This section presents other outstanding best practices that have been gathered since the last Plan update in January 2003, and project examples of those practices.

Best Practice: Homeless Families Housing Program

Background In 1999, the Washington State Legislature passed landmark legislation that defined the state's policy on assisting homeless families. The Homeless Families Housing Program was created to help implement the state's homeless families plan through the use of capital funding. The State Legislature, in recognition of this significant gap in services, appropriated \$6 million from the capital budget to create emergency shelter and transitional housing facilities for homeless families with children and multiple housing options for survivors of domestic violence. Providing transitional housing for homeless families keeps or puts people in housing while building stability so that people can more efficiently work towards self-sufficiency and an improved standard of living for themselves and their family. This program seeks to ensure that Washington's citizens can live in safe, decent, affordable housing, and enables communities to implement plans to house some of their most needy families. The need to maintain this level of service will continue in order to make progress in reducing the number of families being turned away from shelter and to increase the number of families who succeed in stabilizing their housing and achieving self-sufficiency.

Services Capital funds leverage private and other public funds that are available to Washington communities to increase their capacity to provide short-term and transitional housing for people who are homeless. Funds are used specifically for the construction, acquisition, and/or rehabilitation of facilities for emergency shelters and transitional housing for homeless families with children, and emergency shelters and transitional housing or other housing facilities for survivors of domestic violence.

Access to Funding Funding applications for Homeless Families Housing projects follow Housing Trust Fund guidelines, procedures, and timelines. Eligible applicants include local governments, public housing and development authorities, registered nonprofit organizations, tribal housing organizations, Regional Support Networks, community-based development organizations, regional or statewide nonprofit housing assistance organizations and Community Housing Development Organizations (CHDOs).

Putting together funding for housing development can be a complicated process. In order to provide guidance for accessing and utilizing Housing Trust Fund dollars, the Housing Division created the Housing Trust Fund Guideline and Procedure Handbook, which is located on the CTED website at www.cted.wa.gov under the Housing Services tab.

Chapters 2 and 3, in particular, are important because they specify Trust Fund requirements for making application and contain the application itself. Workshops focused on reviewing the application and process are generally held in January/February each year. Staff are also available to meet with organizations to discuss potential projects either in person or via telephone conferencing.

Funding rounds occur annually in the spring and fall, and employ a two-step application process. In Stage 1, applicants submit a single form that provides summary details of the sponsoring organization, project and projected funding. At Stage 2, approximately one month later, the full application is submitted and the evaluation process begins. Award notification occurs 10 to 12 weeks after the Stage 2 application submission.

Results

Since the inception of the program, 43 housing projects have been funded. They include 34 projects using the capital funding set-aside for homeless families with children, and 9 projects using the set-aside for survivors of domestic violence. More than \$11.9 million has been awarded to build, purchase or preserve emergency and transitional housing for homeless families with children and \$3 million has been invested in housing for survivors of domestic violence.

Housing in these projects takes three forms: “units” – independent, self-contained apartments or homes; “bedrooms” – a single home/ facility where residents occupy individual bedrooms and share kitchen, bathroom(s) and common living areas; and “beds” – a single home/facility where sleeping arrangements are dormitory style or shared bedrooms with communal access to the kitchen, bathroom(s) and general living spaces. Funded projects for homeless families with children include 286 units (79%), 53 bedrooms (18%) and 32 beds (3%). Housing for survivors of domestic violence includes 17 units (33%), 11 bedrooms (22%) and 96 beds (45%).

Projects are located throughout the state in 14 counties. Homeless families with children projects can be found in Clark, King, Kitsap, Mason, Pend Oreille, Pierce, Snohomish, Spokane, Thurston and Yakima Counties. Projects for survivors of domestic violence are located in Cowlitz, Island, Jefferson, King, Lewis, Pierce and Spokane Counties.

Statistical Overview

In the 2001-2005 Biennia, 28 projects were funded. The amount of Housing Trust Fund (HTF) investment in these projects varies greatly, from 11 percent to 86 percent of the total development costs. In addition to the uniqueness of each project, a number of other factors

contribute to the level of HTF participation, including size of the project, whether or not the project has tax credits and the amount of local government commitment, private donations and sponsor equity in the project.

For these 28 projects, the average HTF cost per unit is \$36,234 and the average residential cost per square foot is \$155. Construction costs per square foot differ significantly depending upon whether the project is a new construction or the purchase of an existing structure with little or no rehabilitation. Increases in development costs over time and local conditions also contribute to variations in costs. Including all 28 projects, construction costs per square foot run from \$3 to \$178 for an average of \$100 per square foot. Eliminating five projects with costs less than \$35/square foot, the average cost increases to \$120 per square foot.

Project Examples



Avondale Park - Redmond

Celebrating its grand opening and ribbon cutting ceremony in August 2004, Avondale Park provides eight emergency family shelter units, 50 units of transitional housing ranging in size from 1 to 4 bedrooms and an on-site community center with spaces for case management services, classrooms for job and life skills training and a computer tech center for all family members. The campus also includes laundry facilities, play spaces and an adjoining city park. In the future, a child development center for 60+ children ages 1 month to 5 years will be constructed on-site.

The sponsor of the project is Eastside Housing Association, a not-for-profit organization formed in 1977 through the collaborative efforts of Friends of Youth, Hopelink and Catholic Community Services. By uniting housing with the resources of counseling, childcare and job assistance on one campus, families are provided a safe environment where they can concentrate their efforts on getting their lives back on track and ending their homelessness.

Multiple funding sources were accessed to raise the \$10.5 million necessary for the construction of the residential and community center portions of the project including Low Income Housing Tax Credits, the Bill & Melinda Gates Sound Families Initiative, King County Department of Community and Human Services and the Washington State Housing Trust Fund. A Regional Coalition for Housing (ARCH), the City of Redmond, the City of Bellevue, Pacific Northwest Giving, The Paul G. Allen Charitable Foundation, Microsoft Corporation and Household International are also contributors to the project.

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Avondale Park	
Project Information – Transitional and Shelter Housing	
Overall Budget	Funding
Acquisition	\$ 22,421
Construction	\$ 7,788,199
Development	\$ 1,604,874
Other Development	\$ 1,054,829
Total Project Costs	\$10,470,323
Funding Sources	
Washington State Housing Trust Fund	\$ 1,300,000
King County	\$ 1,500,000
King County Housing Authority	\$ 25,078
ARCH	\$ 1,264,000
City of Redmond	\$ 238,469
Low Income Housing Tax Credits	\$ 3,690,000
Private Contributions	\$ 2,292,776
Sponsor Equity	\$ 160,000
Basic Statistics	
Housing Trust Fund Cost Per Unit	\$ 21,311
Residential Cost per Square Foot	\$ 209
Construction Cost per Square Foot	\$ 153



**Transitional
Housing
Facility –
Spokane**

The Salvation Army of Spokane dedicated its newly constructed five-story, 30-unit transitional housing facility for homeless families in June 2004. Families occupying the 3-bedroom units receive case management services and have access to other services designed to improve their living situation including educational, employment and counseling services.

The project is part of the Salvation Army's planned Family Resource Campus, where a full continuum of housing and family-oriented services will be provided in a "one-stop" campus environment. Also planned for the site are a new homeless family shelter and family resource center. A community center and administrative offices are currently located on the campus, and a mixed-use, senior housing/retail, development is being considered for the future.

Funding for the \$3.5 million project reflects a true partnership between state, local and federal governments and private funders. Specifically, funds were provided through HUD SHP, the Washington State Housing Trust Fund, City of Spokane HOME and CDBG, Federal Home Loan Bank and the sponsor.

The Salvation Army of Spokane actively fundraised, primarily through private sources, for five years to support development of the Family Resource Campus. Major contributions were received from The Bill and Melinda Gates Foundation, The Comstock Foundation, The Wasmer Foundation, The Johnston-Fix Foundation and from Stacey and Anne Cowles.

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A unique aspect of the Family Resource Campus is the establishment of a \$2 million endowment funded by private and individual contributions. The fund will provide a continual resource for subsidizing rent, utility and operating costs for the various campus programs.

Family Resource Campus – Salvation Army Project Information	
Overall Budget	Funding
Acquisition	\$ 346,300
Construction	\$2,796,176
Development	\$ 300,640
Other Development	\$ 115,951
Total Project Costs	\$3,559,067
Funding Sources	
Washington State Housing Trust Fund	\$1,500,000
City of Spokane HOME	\$ 166,000
City of Spokane CDBG	\$ 75,000
HUD SHP	\$ 200,000
Federal Home Loan Bank	\$ 208,500
The Salvation Army – Spokane	\$1,409,567
Basic Statistics	
Housing Trust Fund Cost Per Unit	\$ 50,000
Residential Cost per Square Foot	\$ 98
Construction Cost per Square Foot	\$ 77

Best Practice: THOR Program Standards

Background This section highlights some promising practices of agencies that administer the Transitional Housing, Operating and Rent (THOR) program. The THOR program provides up to 24 months of rent assistance for homeless families with children, and operating assistance for transitional housing units occupied by THOR-eligible families. Families also receive up to 30 months of case management services.

“Promising practices” are defined, for the purposes of this report, as agency strategies, policies, and procedures that result in at least 85 percent of THOR graduating families transitioning to permanent housing. Due to the wide range of grant allocations and program sizes, we chose to review only those programs that were in good standing with CTED requirements, and had at least 10 families exiting the program in 2003.

Selecting Programs for Study Between July 1, 2002 and June 30, 2003, the THOR program provided assistance to 1,576 homeless families with children in 34 counties. All participating families received case management services to help them attain permanent¹², affordable¹³ housing within 2 years of entering the THOR program, and were provided with opportunities to learn the skills needed to reach self-sufficiency. Five hundred and sixty-nine families exited the program during this time period. Of these families, 81 percent transitioned to permanent housing when they left.

Table 1 includes THOR providers that were in good standing with CTED requirements, had 10 or more families exit the program during the 2002-2003 year, and had placed at least 85 percent of those families in permanent housing.

¹² Permanent housing excludes emergency shelter or any other kind of temporary housing arrangement.

¹³ Housing is defined as affordable when the family pays less than 30% of their income for rent and utilities.

TABLE 1 (2003)

Agencies With 10+ Exiting Families	# Exiting Families	# Exiting to Permanent Housing	% Exiting to Permanent Housing
Chelan-Douglas Community Action Council	22	21	95%
King County ¹⁴	239	203	85%
Kitsap Community Resources	18	16	89%
Snohomish County ¹⁵	17	17	100%
Yakima County Coalition for the Homeless ¹⁶	15	14	93%
TOTALS	311	271	92% (average)

The Survey

The five agencies shown in Table 1 were selected for this study and were surveyed to determine program design and practices and how those practices facilitated their success in getting homeless families housed. The following questions were asked:

1. How do you measure client progress toward self-sufficiency?
2. Do you have an explicit strategy for fostering positive relationships with your clients?
3. Do you seek client input in decision-making?
4. How does your staff serve as positive role models?

¹⁴ The King County Department of Community and Human Services collected information for this report from the Fremont Public Association, the YWCA of South King County, and the Church Council of Greater Seattle, sub-providers to King County.

¹⁵ The Snohomish County Human Services Department collected information for this report from Volunteers of America of Western Washington, a sub-provider.

¹⁶ The Yakima County Coalition for the Homeless collected information for this report from the Salvation Army and Triumph Treatment Services.

5. What ethnicities are most commonly found among your clients and how does your staff represent those ethnicities?
6. Do you provide initial training for new staff on program goals and the causes of homelessness?
7. Do your program participants sign a lease or contract that spells out the mutual commitments of your agency and the program participant?
8. Does the case manager perform a comprehensive assessment of the program participant's needs?
9. How do case managers help clients develop independence and self-sufficiency?
10. What is your ratio of clients to case managers?
11. Do you have a strategy for working with the community to gain local support and integrate participants into local activities?
12. Do you establish formal and informal relationships with landlords and community providers?
13. How do you collaborate with other community resources to help participants become familiar with the range of services available?
14. Do you maintain contact with or provide follow-up services to the client after they graduate from the program?

SURVEY RESPONSES

Because the responses were aggregated, a descriptive narrative follows rather than a statistical analysis of the number of responses to each question. Responses are grouped into six main categories: Program Design, Community Collaboration, Case Management, Family Empowerment, Diversity, Follow-Up Services, and Outcomes.

Program Design All THOR providers may use their funding in three ways: to provide rental assistance to eligible families, to subsidize operating expenses for transitional housing units that are set-aside for THOR-eligible families, and to fund the administrative costs of providing case management. Table 2 shows the program type chosen by the agencies, funding amounts, and number of families served in 2003.

TABLE 2 (2003)

Agency	THOR Program Type(s)	FY 03 Funding	# Of Families Served
Chelan-Douglas Community Action Council	Operating	\$25,810	59
King County	Operating Rental	\$1,032,255	569
Kitsap Community Resources	Operating	\$37,260	45
Snohomish County	Rental	\$347,571	40
Yakima County Coalition for the Homeless	Operating Rental	\$57,989	75

**Program
Flexibility**

The THOR program gives program providers quite a bit of flexibility in program design. Several areas targeted specific populations according to need. All providers are required to provide case management for their clients, but each individual provider determines the frequency. Clients may stay on the program for a maximum of 24 months, but some providers choose to offer assistance for shorter periods of time.

Table 3 demonstrates some of the differences between programs.

TABLE 3 (2003)

Agency	Targeted Client Groups	Frequency of Case Mgmt.	Maximum Length of Stay
Chelan-Douglas Community Action Council	All	Monthly	24 mo.
King County ¹⁷	Victims of domestic violence, large families, teen parents, homeless of color, refugees/immigrants, specific geographic areas.	Weekly, tapering off as client stabilizes	6 – 12 mo.
Kitsap Community Resources	All, including teen parents.	Weekly, tapering off as client stabilizes	12 – 24 mo.
Snohomish ¹⁸ County	All in specific geographic areas outside of the city of Everett.	Weekly, tapering off as client stabilizes	12 - 24 mo.
Yakima County Coalition for the Homeless	All, including homeless families with substance abuse issues.	Weekly, tapering off as client stabilizes	24 mo.

¹⁷ The information in this table was collected from all of King County's sub-contractors, including Catholic Community Services, Eastside Domestic Violence Program, El Centro de la Raza, Exodus Housing, Church Council of Greater Seattle, Multi-Service Center, Fremont Public Association, and the YWCA of South King County.

¹⁸ The information in this table was collected from all of Snohomish County's sub-contractors, including Housing Hope, Volunteers of America, and the YWCA.

**Community
Collaboration**

All survey respondents work closely with other local agencies to share information, refer clients, and assess client progress. Case managers from other agencies often meet on a regular basis with the THOR provider. Most case managers work to create positive relationships between landlords or property owners and program participants. THOR providers work with families to foster a sense of community by encouraging participation in block watch programs, school activities, park and recreation programs, volunteer work, and community events.

**Case
Management**

Case management is a required element of the program, and THOR providers may use up to 40 percent of their grant amount for case management. In two cases, case management is contracted out to another local agency. For the survey respondents, the average ratio of clients to case managers is 13:1, ranging from 6:1 to 25:1.

Training for new staff often includes a review of strategic plans, contract requirements, desired outcomes, trends in family characteristics, and the causes of homelessness. Staff teach and model life skills and parenting skills, and facilitate good relationships between program participants, neighbors, and landlords/property owners. Staff also models responsibility and dependability, and remain supportive and non-judgmental.

Case management services are often provided in the client's home. Intensive case management services are usually provided on a weekly basis, tapering off as the client stabilizes. Many case managers remain available to their clients by telephone and e-mail.

Counseling and referrals are provided as necessary, and case managers advocate for clients as they access resources. Classes and learning opportunities are regularly provided. Client successes and accomplishments are celebrated.

**Family
Empowerment**

In order to build self-esteem and self-sufficiency, participants are encouraged to formulate their own goals and plan of action, and resolve their own problems (with the aid of a case manager). Participants are taught how to access services and programs that will guide them toward economic stability. Participants develop basic life skills that encourage independence, including communication and problem solving skills. Clients are helped to identify personal support systems with family, friends, and community professionals. Participants are held responsible for following through with their program commitments.

Diversity	Most agencies provide on-going training that addresses diversity. Case managers or other accessible staff are bi-lingual and bi-cultural. TDD phones, wheelchair ramps, and accessible units are provided as needed.
Follow-Up Services	Most providers offer follow-up services after the client graduates from the program to prevent recidivism. Follow-up services can include progress reviews, landlord-tenant counseling, and resolution of bureaucratic difficulties. Families are helped to secure supportive services and locate resources within their new neighborhoods. In some cases, extended onsite services are provided.
Outcomes	Several providers use the Results Oriented Management and Accountability (ROMA) methodology, including the Family Development Matrix and/or the Family Individualized Development Plan to measure outcomes. Families are assessed at regular intervals during the program.

Best Practice: Native American Community Outreach Workers

Native American Community Outreach Workers	For the past 12 years, the Belltown Community Service Office (CSO) has been home to two community workers performing outreach services specifically to King County's Native American population, connecting them with financial, social, and medical services, including substance abuse and mental health treatment. Housing-related services include referrals to shelters (including for victims of domestic violence) and "clean and sober housing", help in obtaining low-cost, subsidized, and transitional housing, and referrals for rental assistance. One of the community workers works closely with the Child Protection Services/Child Welfare Services Native American unit to provide services to families at risk of dissolution and to children at risk of abuse or neglect. The Community Outreach Workers help to overcome the cultural barriers standing in the way of urban Indians receiving the services they need.
Target population	Services are offered to Native American youth, families, and single adults, many of whom are homeless, with a particular focus on women and families. Outreach is provided to clients in hospitals, nursing homes, treatment centers, and King County jail, as well as on the street. It is estimated there are over 300 homeless Native Americans in the Seattle area alone. During the first quarter of 2004, a total of 78 Native American families with children and 293 single adults were served by the Community Outreach Workers. The majority of

families served were homeless. Housing services were provided to 55 individuals or families.

Program Site Two Native American Community Workers are located at the Belltown Community Services Office but serve Native Americans throughout DSHS Region 4 (King County).

Best Practice: Innovations in Skagit County

**Skagit County
Community
Action
Transitional
Housing
Program** The Skagit County Community Action (SCCA) staff have consistently attended the local Realtor Association, faith-based outreach and Kiwanis meetings over the last 18 months producing outstanding successes for the community. Due to contacts made at these meetings, the number of landlords who have agreed to provide rental units in SCCA's transitional housing program has grown from 2 to 16. Some of the landlords are also lowering their rents, in some instances by \$200.00 a month. This has lead to a quality housing program that helps dispel myths of people who are homeless.

SCCA staff have also increased their coordination with DSHS. There are now regular meetings between SCCA and DSHS case managers. They typically get together every other week to discuss mutual clients and to share information on available housing resources. This close communication has increased the collaboration between SCCA and DSHS and has allowed SCCA to advocate for homeless families in meaningful ways. The end result is a happy client who is complying with both programs and moving toward self-sufficiency.

Best Practice: Spokane Crosswalk/Mental Health Outreach

**Crosswalk
Multi-Service
Center and
Shelter for
Homeless
Youth/Mental
Health
Outreach**

Crosswalk is a multi-service center and shelter for street kids, homeless, and high-risk youth, run by Volunteers of America Inland Northwest. All services are voluntary and free of charge. Services include meals, shelter, on-site school, mental health counseling, case management, recreation, and medical care. Other services include Planned Parenthood, a Circle of Security group for young parents, and a Young Mother's Support Group. Early Head Start and employment programs are also available.

A homeless outreach team from Spokane Mental Health is onsite and available to youth. They can provide information and referrals to agencies that work with the homeless. They can also assist homeless and at-risk youth with accessing mental health and substance abuse treatment.

Crosswalk is funded at about \$679,000 per year from a variety of public and private sources. Public sources include federal, state, and local government funds.

Caseload statistics for Crosswalk: 2002 to 2004

	2002	2003	2004*
Unduplicated count of youth served	819	981	993
Meals served	14,564	20,453	15,511
Case management hours	2302	2538	2604
Shelter clients	114	120	136
Bed nights	1706	1434	2124
School enrollment	210	238	302
Independent Living Program enrollment	28	52	42

* Through October 31, 2004

Chapter V Look to the Future

The previous Homeless Families Plans have helped build stronger programs, brought services to hundreds of homeless families across the state, and have encouraged new partnerships to flourish. The goals and objectives for the Homeless Families Plan for the 2005-2007 biennium are clear and the Department of Community, Trade and Economic Development (CTED) and the Department of Social and Health Services (DSHS) will work closely with the Washington State Coalition for the Homeless and the Continuums of Care in jurisdictions across the state to effectively implement this plan. We also look forward to the further development of important new initiatives such as the Washington Families Fund and the enhancement of key developments such as the consolidated Homeless Management Information System for Washington State. These and other measures are discussed in this last chapter and further progress in these areas will be highlighted in the next Homeless Families Plan.

Washington Families Fund: a public-private partnership overcoming homelessness through service enriched housing

Background Prior to the 2004 legislative session, homeless advocates, stakeholders and public and private funders met to explore the idea of a statewide initiative to support families experiencing homelessness. The main focus of their discussion centered on housing with support services because it already was a proven model for helping families transition to stability. Over the past three years, the Gates Foundation's *Sound Families* Initiative in Snohomish, King, and Pierce counties has funded supportive housing units for homeless families, using the State Housing Trust Fund and other public and private sources. This innovative public-private partnership has led to increased resources and better coordination of housing and services funding, as well as demonstrated improvement in the lives of homeless families. Advocates, stakeholders and funders hoped to increase access to services for families in every community in Washington and adopt the *Sound Families* public-private funding model statewide.

In response to the collaboration between public and private entities and their commitment to support families experiencing homelessness, the state legislature appropriated \$2 million to create The Washington Families Fund (WFF) in March 2004. The purpose of the Fund is to expand the availability of supportive housing, a proven model for helping homeless families, by providing stable long-term funding for housing-based services. A key feature of the program is a public-private partnership that leverages and increases funding for services statewide. This initial investment of state funds, matched with private contributions and Section 8 Housing Choice Vouchers or other housing subsidies, is expected to provide housing-based services to approximately 150 homeless families at any one time.

The legislature also directed that the WFF be administered by a qualified nonprofit contractor selected by CTED. The administrator serves as an intermediary, responsible for managing both the WFF and private contributions to the statewide program. Additionally, a Steering Committee was created to advise CTED on the fund structure and implementation of the program. Eighteen members include representation from the legislature, charitable foundations, public housing authorities, local governments, non-profit housing and service providers.

Eligible Activities The WFF supports comprehensive and individualized case management services to homeless families participating in supportive

housing programs. Programs may provide a range of additional services that are tailored to address the families' needs. These services could include literacy, job training, assistance in recovery from domestic violence and other trauma, referrals to mental health and substance abuse treatment, financial management and basic living skills, childcare, transportation assistance, parenting skills education and training and other supportive services identified to be an important link for housing stability.

**Eligible
Organizations**

Organizations that can apply for funds from the WFF include local housing authorities, nonprofit community- or neighborhood-based organizations, public development authorities, federally recognized tribes, and regional or statewide nonprofit housing- assistance organizations. Homeless shelters and other emergency housing options are not eligible. Partnerships between service providers, nonprofit housing agencies, and public housing authorities are strongly encouraged.

Benefits

- The investment of State funds, matched with private contributions, will provide housing-based services to approximately 150 families experiencing homelessness at any one time. Within 15 years, over 1,500 families will receive the help they need find housing stability.
- Supportive housing is a proven model for helping families experiencing homelessness. In addition to gaining housing stability, families find jobs and job training.
- The WFF provides long-term stability for supportive housing programs. Nonprofit agencies can demonstrate a reliable funding stream for services and encourage additional housing development serving families statewide.
- The creation of the WFF brings together key players to he improve the integration of housing and services, and overcomes the challenges of leveraging public and private resources for supportive housing.

Consolidated Homeless Management Information System (HMIS)

Database Driven Information

A consolidated Homeless Management Information System will, for the first time, allow real-time outcome measurement of programs serving homeless persons throughout the state. The consolidated HMIS will eliminate costly duplicative HMIS staffing and combine the now separate server infrastructures, into a central effort. Beyond saving state and local government funds to implement the federally required HMIS, the consolidated HMIS will serve as a natural central point of coordination that will bring together currently disconnected local homeless service efforts. In addition to reducing the costs of HMIS to the state, the state/local collaboration will increase the level of service and the technical capacities of the HMIS system.

Local Call for Efficiency

CTED is developing this consolidated HMIS at the urging of the City of Seattle/King County and Snohomish County that believed resources would be most efficiently used if pooled into a common effort. CTED had initially developed the HMIS to track outcomes in the Balance of State Continuum of Care (CofC). The Balance of State CofC is a consortium of 26 counties in Washington state that come together annually to apply for HUD homeless funds. Through this process the Balance of State CofC has successfully received funds from HUD to support a homeless delivery system called a "Continuum of Care" in rural and non-urban communities across the state.

The City of Seattle/King County and Snohomish County, who also have their Continuum of Care systems, decided to adopt the state's HMIS software and they proposed to join forces with CTED's Balance of State CofC to implement a consolidated HMIS. Planning for this centralized HMIS has been on-going for the last 12 months. The partner jurisdictions are in the final phases of approving interagency agreements, a cost-sharing formula, and creating a governance structure.

Roles and Responsibilities

In this new system, CTED will provide the application and database support (e.g. traditional vendor responsibilities), host the web-based application software, and be responsible for maintaining the application. A steering committee will approve any enhancement or development of the application, database or reporting structure. Each of the partner jurisdictions will ensure a continued funding stream, manage local implementation, provide for agency training and first level Help Desk support, coordinate system enhancement requests, provide data oversight, and ensure adherence to policies and protocols.

The plan is for the now three separate servers, training and technical support infrastructures to be merged in 2005. As more and more communities are brought on-line into the HMIS, policy-makers will begin to have a more complete and accurate picture of the scope of homelessness and will begin to see the impact of services on families who are trying to escape poverty and achieve self-sufficiency.

Additionally, integrating the outcome tracking of the Washington Families Funds (WFF) program into the HMIS effort will eliminate the cost of developing an independent outcome tracking system, and will give the WFF program real-time insight into how it integrates with existing state and federal programs.

The consolidated HMIS will start providing real-time data on homeless families in some counties starting in early 2005, and will cover almost all state funded emergency and transitional housing by the end of 2006.

Transitional Housing Operating and Rent Assistance (THOR) Program Quality Standards

Using the information from the surveys of “promising practices,” CTED developed the following list of THOR program quality standards. They are stated as principles and goals that are intended to give service providers insight into how a THOR program can produce the best possible outcomes, i.e. finding permanent housing for homeless families with children and helping them to reach self-sufficiency. CTED will be sharing these principles and goals with THOR providers in 2005 and will encourage all programs to adopt them in their program operations. The seven proposed performance principles and goals for the THOR program are:

Program Design

Principle: THOR clients develop and follow a clear path to self-sufficiency and permanent housing, and learn how to maintain stable residency in the community. They receive ongoing services and referrals that help them to develop support systems and maximize their capacity for independent living. The provider places a significant number of exiting families in permanent housing. Families are served by staff that are familiar with the causes and effects of homelessness.

Goal: There are written policies that describe program procedures, goals, and the process for moving clients from homelessness to self-sufficiency. Initial training for new staff includes a discussion of program goals and the causes and effects of homelessness.

Community Collaboration

Principle: The community supports the program and encourages THOR clients to participate in community activities. The provider’s positive relationships with local landlords and property owners foster a sense of community and help to integrate THOR clients into the community. Other local service providers share goals and information, refer clients, and assess client progress in partnership with the THOR provider.

Goal: There is a written policy that includes strategies to gain community support for the program and describes the roles of all local agencies involved with THOR clients. The Housing Stability Plan includes a plan for client involvement in local activities.

Case Management

Principle: Clients are well-informed about the program and are comfortable working with program staff so that they can concentrate on their Housing Stability Plan and work efficiently toward their goals. Agency staff advocate for clients with other providers and in the community, and serve as positive role models at all times. Staff represent clients both ethnically and culturally. Program participants are helped to identify personal support systems.

Case management includes a comprehensive assessment of the program participant's needs and assists the client to develop long and short-term goals. A working action plan, assisting the client to access services, is structured to help the client develop independence and self-sufficiency. Intensive and frequent case management services are provided, and may taper off as the client becomes more stable and self-sufficient. Case managers work with an appropriate number of clients to ensure that every client receives the attention and services they need.

Goal: There are written guidelines for case managers that address roles and responsibilities, and that outline the process for fostering client independence. Prevalent client ethnicities are identified and tracked, and are represented by a reasonable number of program staff. The Housing Stability Plan is flexible and may change with the client's needs, and is structured in a manner that fosters independence. There are written policies guiding the frequency of case management to THOR clients (at least once a week upon program entry). The ratio of clients to case managers does not exceed 15:1.

**Client
Empowerment
and
Accountability**

Principle: The program establishes a balance between assistance and empowerment, providing enough support to foster participant success without causing over-dependence on the case manager. Program staff actively seeks client input in decision-making, and participants are held responsible for following through with their action plan.

Goal: The program participant and the case manager sign a lease or contract that spells out the mutual commitments of the agency and the program participant. The agreement includes consequences for not following through with program commitments. The Housing Stability Plan emphasizes the pursuit of independence, and there are case notes in each client file recording their progress.

**Follow-
Through**

Principle: Strategies to follow-up with clients to ensure they remain successful, after program graduation, are in place. This means clients are maintaining permanent housing, are self-reliant, and know how to seek appropriate help when needed.

Goal: The provider has a recidivism prevention policy that includes formal or informal contact with program graduates as needed, after they leave the program.

**Outcome
Measures**

Principle: Outcomes for participants and for the program are identified, tracked, and analyzed to provide measures for program success and to identify areas for improvement. Policies and/or procedures are updated as needed to improve effectiveness and efficiency.

Goal: At least one employee has received Results Oriented Management and Accountability (ROMA) training, and program outcomes are measured using ROMA or a similar outcome identification and tracking system. Participant outcomes are measured at regular intervals using the Family Development Matrix or a similar outcome scale.

**Recording and
Reporting**

Principle: The provider maintains adequate documentation of services delivered, which is in compliance with funding source requirements and administrative and statutory codes. The documentation demonstrates compliance with the Program Contract, and provides the data needed to determine program outcomes.

Goal: Providers have no significant findings from audits and CTED monitoring visits. All reports and reimbursement requests are submitted to CTED on time. Every client has a file that contains all the required elements and case notes that document client progress. There is a database that can produce reports on client statistics and outcomes.

Access to Recovery in Washington State

Access to Recovery Program

The Washington State Division of Alcohol and Substance Abuse (DASA) will use the Access to Recovery (ATR) Program to provide social service intervention to more than 3,000 persons in crisis because of drug or alcohol misuse, and formal drug and alcohol treatment and recovery services to 2,300 individuals and their families - a total of over 6,000 persons will be served in the first year. Through this voucher-driven program, the state will serve low-income individuals in crisis who are involved with Child Protective Services, homeless shelters and supported housing, free and low-income medical clinics, and community detoxification programs. By targeting these programs, Access to Recovery will be serving significant numbers of homeless families or families at risk of homelessness.

Treatment Choices

Client advocates in those systems will offer motivated individuals a free alcohol and drug assessment, and the opportunity to receive ATR-funded services. Individuals and their families will be offered a choice of treatment and recovery providers and will work with recovery specialists to develop personal recovery plans that identify services needed to achieve abstinence. On average, clients/families will be able to access \$2,500 worth of services with their ATR vouchers.

Families in jeopardy because of problems from misuse of alcohol or drugs will be offered services and support to help them work toward a life in the community. The program will expand drug and alcohol treatment services to populations currently not accessing or eligible for services; offer clients and their families free choice of a full range of treatment and recovery services; and increase the number of providers in the state trained and qualified to offer recovery services.

Together with county coordinators, DASA will recruit and train new treatment and recovery service providers, including faith-based organizations, to participate in this program. Services available will include chemical dependency treatment, mental health counseling, spiritual support, medical care, case management, preventive services for client family members, and a host of support services, including child care, transportation, and housing assistance.

Program Sites

DASA will allocate about \$7 million in funding to six counties over three years: Clark, King, Pierce, Snohomish, Spokane, and Yakima, with additional counties being included in the second and third years depending on available funding. Alcohol and drug county

coordinators will manage voucher disbursement at the local level with overall responsibility resting with DASA. Services to clients will begin around February 1, 2005.

Request to Waive Interview Requirement for Basic Food (BF) Outreach

Basic Food Outreach Interview Waiver Request	Washington State has received verbal approval from FNS (Food and Nutrition Service of the US Department of Agriculture) for a 2-year pilot project to waive the requirement for an interview with an eligibility worker when the household completes an application for Basic Food (food stamps) and provides verification through a current Basic Food Education and Outreach Contractor. These contractors currently conduct outreach activities at food banks and other sites frequented by low-income families. This pilot would allow the Outreach Contractor to explore and resolve with the applicant any unclear or incomplete information before the Basic Food application is submitted to the Community Services Office for approval.
Target population	In Washington State approximately 38 percent of households eligible for Basic Food are not accessing the program. Although no specific data is available, it is believed this population includes a significant number of homeless or at-risk families.
Program Sites	The pilot would include at least one rural site in DSHS Region 1 (the area of eastern Washington around Spokane) and one urban site in DSHS Region 4 (King County). In addition to food banks, current outreach sites include a number of locations frequented by homeless families: emergency shelters, women's shelters, community health centers, and family crisis centers.
Start Date	The verbal approval from FNS was received on December 21, 2004 and the project will start sometime in early 2005.

Appendix

Homeless Families Housing Program Funding 2003-2005 Biennium Allotment

County	Award Date	Applicant	Project Name	Number of Units	Number of Bed-rooms	Number of Beds	Families with Children Funding
King	Dec-03	Abused Deaf Women's Advocacy	A Place of Our Own	9			500,000
	Jun-03	Archdiocesan Housing Authority	MLK Family Housing	10			300,000
	Jun-03	Capitol Hill Hsg. Improvement Prog.	Pantages Apartments	11			336,732
	Nov-02	Community Psychiatric Clinic	The Willows		15		1,005,702
	Apr-02	Delridge Neighborhoods Dev. Assn.	Croft Place Townhomes	7			180,833
	Nov-02	Eastside Housing Association	Avondale Park	58			1,300,000
	Jun-03	Housing Resources Group	Genesee Housing	6			108,000
	Dec-03	Low Income Housing Institute	Denny Park Apartments	10			320,000
	Jun-03	Low Income Housing Institute	Martin Court	13			390,000
Kitsap	Jul-04	CCS Southwest Region	Benedict House		1		60,000
	Jul-04	Kitsap Community Resources	Opal Court	12			478,000
Pierce	Jun-03	Tacoma Rescue Mission	Tyler Square Expansion	12			500,000
Snohomish	Dec-03	Housing Authority of Snohomish Co.	Autumn Leaf		7		109,000
	Apr-02	Housing Hope	Housing Hope Village Expansion	3			85,000
	Dec-03	Housing Hope	New Century Expansion	3			60,000
Spokane	Nov-02	Salvation Army - Spokane	Transitional Housing Facility*	21			600,000
Whatcom	Jul-04	HA of City of Bellingham	Laurel Village	10			290,000
TOTAL				185	23		6,623,267

							Domestic Violence Funding
Island	Dec-03	Housing Authority of Island County	Marjie's House	8			373,081
King	Dec-03	Abused Deaf Women's Advocacy	A Place of Our Own			12	373,081
Pierce	Jun-03	Koren Women's Association	WAFHome		7		498,000
Spokane	Jun-03	SNAP	Alexandria Apartments	5			254,112
TOTAL				13	7	12	1,498,274

*Total transitional units in project - 30. Nine of these units are HOME assisted units.

Homeless Families Housing Program Funding 2001-2003 Biennium Allotment

County	Award Date	Applicant	Project Name	Number of Units	Number of Bed-rooms	Number of Beds	Families with Children Funding
Clark	Jun-01	YW Housing	Centennial Houses		12		125,100
King	Nov-01	Low Income Housing Institute	Cate House	9			431,792
Pierce	Jun-01	Intercommunity Housing	Eliza McCabe Townhomes	8			150,800
	Jun-01	Intercommunity Housing	Hillside Gardens Townhomes	5			95,760
	Nov-02	Metropolitan Development Council	Pacific Courtyard	23			280,383
Spokane	Jun-01	SNAP	Riverwalk Point 1	10			338,600
TOTAL				55	12		1,422,435

							Domestic Violence Funding
Jefferson	Nov-02	DVSA of Jefferson County	Pat's Promise			12	558,942
Pierce	Nov-02	Lakewood Area Shelter Assn.	Flett Meadows Apartments	4			112,000
TOTAL				4		12	670,942

Homeless Families Housing Program Funding 1999-2001 Biennium Allotment

County	Award Date	Applicant	Project Name	Number of Units	Number of Bed-rooms	Number of Beds	Families with Children Funding
Clark	Jun-00	YW Housing	Jubilee Houses		12		127,750
King	Mar-00	Fremont Public Association	Bethlehem House	1			162,888
	Jun-00	Low Income Housing Institute	Tyree Scott Apartments	6			304,781
	Sep-00	St. Stephen Housing Association	Auburn Transitional Housing	11			446,180
Mason	Apr-01	Mason County Shelter	Project Based Transitional	5			267,612
Pend Oreille	Nov-99	Family Crisis Network	Garden Village	2			154,032
Pierce	May-01	Helping Hand House	Rural Bright Futures	8			643,131
	Mar-00	Network-Tacoma	One Family at a Time	5			204,760
Spokane	May-00	SNAP	Pacific Family Shelter	10			358,089
Thurston	Sep-00	Housing Authority of TC	Lake Park Place	8			470,911
	Nov-99	Low Income Housing Institute	Mom's House		6		252,996
Yakima	Nov-00	EPIC	EPIC Place (Riel House)			32	778,837
TOTAL				56	18	32	4,171,967

							Domestic Violence Funding
Cowlitz	Apr-01	Emergency Support Shelter	Emergency Support Shelter			32	265,625
Lewis	Aug-00	Human Response Network	Safe Haven		4		204,340
Spokane	Mar-00	YWCA of Spokane	Domestic Violence Shelter			40	360,819
Total					4	72	830,784

The Washington State Homeless Families Plan
2005 - 2007 Biennium

Emergency Shelter Assistance Program Persons in Families with Children July 2003 through June 2004				
	Emergency Shelter – Individuals in Families Served	Emergency Shelter - Families Served	Homelessness Prevention - Individuals in Families Served	Homelessness Prevention - Families Served
Adams	29	11	219	61
Asotin	230	65	174	51
Benton-Franklin	574	198	1,211	323
Chelan-Douglas	757	236	706	204
Clallam	349	109	132	37
Clark	1,553	670	1,195	321
Columbia	15	4	88	23
Cowlitz	723	258	391	120
Garfield	16	5	16	5
Grant	149	44	391	98
Grays Harbor	88	28	244	62
Island	46	16	235	74
Jefferson	20	5	10	4
King	6,432	2,142	9,930	2,869
Kitsap	269	89	953	270
Kittitas	87	29	53	17
Klickitat	17	4	32	7
Lewis	120	34	243	64
Lincoln	12	3	51	14
Okanogan	112	35	98	30
Pacific	73	22	40	10
Pend Oreille	43	15	136	40
Pierce	2,438	756	2,217	693
San Juan	-	-	168	51
Skagit	737	264	40	13
Skamania	57	20	19	6
Snohomish	1,325	509	1,399	413
Spokane	1,357	506	2,842	965
Stevens	51	12	411	129
Thurston	773	380	427	127
Wahkiakum	7	2	46	13
Walla Walla	134	45	601	165
Whatcom	651	213	417	123
Whitman	76	24	78	23
Yakima	2,020	560	3,583	920
TOTAL	21,340	7,313	28,796	8,345

The Washington State Homeless Families Plan
2005 - 2007 Biennium

Transitional Housing Operating and Rent Program (THOR) 2004

County	New Families	Carried Over	Total Families
Benton/Franklin	6	0	6
Chelan/Douglas	23	23	46
Clallam	15	19	34
Clark	27	46	73
Cowlitz	3	3	6
Ferry	2	1	3
Grant/Adams	3	0	3
Grays Harbor	3	3	6
Island	0	2	2
Jefferson	8	1	9
King	335	147	482
Kitsap	28	35	63
Klickitat/ Skamania	3	0	3
Lewis	1	2	3
Mason	0	0	0
Lincoln	4	1	5
Okanogan	4	2	6
Pend Oreille	5	1	6
Pierce	96	48	144
Skagit	2	0	2
Snohomish	15	10	25
Spokane	54	210	264
Stevens	2	0	2
Thurston	6	6	12
Yakima	20	18	38
Wahkiakum	5	2	7
Walla Walla	1	3	4
Whatcom	41	24	65
Whitman	7	11	18
TOTALS	719	618	1337

Transitional Housing Operating and Rent Program (THOR) 2004

County	Total Exiting	Exited to Subsidized	Exited to Unsubsidized	Unknown
Benton/Franklin	6	4	0	2
Chelan/Douglas	23	6	15	2
Clallam	14	3	8	3
Clark	28	9	16	3
Cowlitz	3	2	0	2
Ferry	2	2	0	0
Grant/Adams	0	0	0	0
Grays Harbor	0	0	0	0
Island	2	0	2	0
Jefferson	0	0	0	0
King	182	96	75	11
Kitsap	17	10	6	1
Klickitat/ Skamania	2	0	2	0
Lewis	0	0	0	0
Mason	0	0	0	0
Lincoln	1	0	1	0
Okanogan	5	0	5	0
Pend Oreille	8	4	3	1
Pierce	89	13	49	27
Skagit	2	1	1	0
Snohomish	12	7	3	2
Spokane	2	1	0	1
Stevens	8	4	3	1
Thurston	6	0	5	1
Yakima	13	1	4	8
Wahkiakum	1	0	0	1
Walla Walla	9	5	4	0
Whatcom	37	12	14	11
Whitman	5	4	0	1
TOTALS	477	184	216	78